

Quality of Work life and its Relationship with Organizational Commitment among Nurses



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Abstract

The study aimed to understand the relationship between the quality of work life and organizational commitment among nurses. In order to achieve the objectives of the study, the researchers adopted the descriptive approach, using the questionnaire as a research tool. After confirming the psychometric properties of the study tool, they were applied to a sample of 64 male and female nurses at the university hospital of Constantine. The data was analyzed using the Spearman's correlation coefficient. The study concluded that there is a relationship between the dimensions of the quality of work life and organizational commitment. Through the results obtained, the researchers offered some recommendations and suggestions.

Keywords

Quality of work life;
organizational commitment;
nursing;
nurses;

الكلمات المفتاحية

جودة الحياة الوظيفية؛
الالتزام التنظيمي؛
التمريض؛
الممرضين؛

جودة الحياة الوظيفية وعلاقتها بالالتزام التنظيمي عند الممرضين

ملخص

هدفت الدراسة إلى معرفة العلاقة بين جودة الحياة الوظيفية والالتزام التنظيمي عند الممرضين، ولتحقيق أهداف الدراسة، اعتمد الباحث المنهج الوصفي مستخدماً الاستمارة كأداة بحث، وبعد التأكد من الخصائص السيكومترية لأداة الدراسة تم تطبيقها على عينة مكونة من 64 ممرض وممرضة، وذلك بالمستشفى الجامعي قسنطينة وقد تم تحليل البيانات باستخدام معامل الارتباط سبيرمان.

وقد توصلت الدراسة إلى وجود علاقة بين أبعاد جودة الحياة الوظيفية والالتزام التنظيمي، ومن خلال النتائج المتوصل إليها قدم الباحثان بعض التوصيات والاقتراحات.

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1- Introduction – Problem Statement:

In the beginning of the twentieth century, work was seen as a set of specific movements and procedures that individuals have to undertake in order to achieve a level of productivity. We notice that most of the studies conducted in the field of work and organizational psychology acknowledge that work is affected by the combination of material and moral conditions that surround individuals in their work environment or outside of it.

Therefore, focusing on the human element became the primary goal that many organizations seek to achieve, as it is considered the driving force of production in all fields. Organizations strive to provide the necessary requirements and create suitable material, social, and psychological working conditions, with the aim of increasing the workers' motivation, boosting their morale, and assisting them in performing their duties.

Research and studies have only recently begun to pay attention to this moral aspect through Elton Mayo's Human Relations School in the twenties and thirties of the last century in the United States, which was a reaction to Taylorism through the Hawthorne experiment, where interest in material working conditions and social relationships in the workplace began. In the eighties, positive psychology emerged, led by American researchers such as Martin Seligman. Seligman believes that while traditional psychology aimed to alleviate human suffering, positive psychology seeks to enhance the quality of life because happiness is a part of welfare, and institutions can improve the performance of their employees by providing welfare for them. (Badisi, 2006, p. 112)

This was affirmed through the studies of Harvard Business School and the University of British Columbia, where they confirmed that spending, sharing, and helping others are behaviors that stimulate happiness. Therefore, institutions today are focusing on the quality of work life, with the aim of maintaining their human capital for sustainability, and increasing productivity and competitiveness in light of globalization, openness to the world, and all the technologies that may increase the intensity of work and affect individuals psychologically, mentally, physically, and behaviorally, they also affect their performance inside and outside the workplace due to the acceleration of the work pace, in addition to the intensification of urbanization and the scarcity of recreational and comfort utilities, not to mention the difficult commuting conditions to and from work, the better these conditions become and the more attention the institution pays to them, the more the worker's performance improves. This generates a desire in the worker to continue working with maximum energy to achieve his/her goals and the goals of the institution. Consequently, the individual becomes more committed and loyal to his/her work. Focusing on the quality of work life creates a positive sense in the worker, such as loyalty, belonging, and commitment to their institution, thus increasing their efficiency and productivity.

Based on the aforementioned, we can pose the following problem statement:

- **Is there a relationship between the quality of work life and organizational commitment among nurses?**

2- Study Hypotheses:

- There is a relationship between the quality of working conditions and organizational commitment among nurses.
- There is a relationship between the quality of job characteristics and organizational commitment among nurses.
- There is a relationship between the quality of supervision method and organizational commitment among nurses.
- There is a relationship between the quality of professional safety and organizational commitment among nurses.

3- Study Objectives:

- Understanding the topic of quality of work life and organizational commitment theoretically.
- Understanding the quality of work life in the university hospital, especially among nurses.
- Identifying the dimensions of quality of work life that have the greatest relationship with organizational commitment.
- Presenting an analytical scientific study aimed at contributing to improving the quality of work life in healthcare institutions and Algerian administrations.
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4- Study Significance:

The study significance lies in the modernity of the topic, which the trends of positive psychology are interested in studying, as the topic of work life is concerned with workers' wellbeing across different life aspects, before being concerned with institutions or organizations.

This study is important for institutions and organizations that could benefit from the results of the conducted research work by gaining a deeper understanding of the relationship between the quality of work life and organizational commitment. They can utilize these results to find out their strengths and reinforce them, along with addressing their weaknesses, with the aim of serving their workers and meeting their goals at the same time.

5- Identifying the Research Terminology:

- **Quality of Work Life:**

The quality of work life refers to the quality of relationship between workers and working conditions. It is more concerned with the human dimension that gets neglected in light of the economic and technical factors at work. (Boutaleb, Nedjimi, 2020, p. 186) It encompasses good psychological, social, and organizational conditions that are found in a safe work environment.

- **Organizational Commitment:**

Sheldon defines it as the positive assessment of an organization that is determined to achieve its goals. (Achouri, 2020, p. 09) It is a positive feeling that arises within the individual towards the institution they work for, leading them to devote themselves to it, work towards achieving its goals while maintaining a continuous sense of belonging and pride in working for it.

6- Previous Studies:

- Study conducted by (El Amraoui, Tamrabet, 2021) titled: "Quality of Work Life and its Relationship with Organizational Commitment in Algerian Public Institutions". This study aimed to uncover the degree of adoption of the quality of work life concept in one of the municipalities of the Wilaya (Province) of Oum El Bouaghi, as well as Identifying the nature of the relationship between each indicator of work life, represented by participation in decision-making, supervision patterns, social relationships, wages and rewards, occupational safety, and organizational commitment in Algerian public institutions based on the correlation coefficient values at a significance level of 0.05, the descriptive method was adopted, and accordingly, a questionnaire was designed using a 3-Point Likert scale with 38 items distributed using the comprehensive survey method.
The study results revealed a moderate response towards the indicators of the quality of work life with an overall weighted mean of 2.062 and a relative weight of 68.73%. Additionally, employees' commitment level towards the municipality also reflected a moderate response with an overall weighted mean of 2.25 and a relative weight of 75%. Furthermore, the results indicated no statistically significant correlation at the 0.05 significance level between indicators of work life and organizational commitment among employees. However, a significant correlation was found between wages, rewards, and organizational commitment. The research findings were interpreted based on Abraham Maslow's "Hierarchy of Needs" theory.
- Study conducted by (Kouraichi, 2018) titled: "Quality of Work Life and its Role in Improving Public Service". This study aimed to understand the reality of work life in local administrations, as well as finding out the degree of commitment to implementing its elements, in addition to identifying the extent of its contribution in improving public service. This study was conducted on the users of local administration in the Wilaya (Province) of Constantine, the study population consisted of (9168) individuals and choosing the sample was random (391). A questionnaire was prepared to gather the information that was processed using the SPSS program. The results of this study revealed disparities in the level of attention to quality of work life. The process of improving public service encompasses both tangible aspects and responsiveness. Additionally, all dimensions of quality of work life as a whole have a statistically significant impact on improving public service. Moreover, each dimension of quality of work life individually also has a statistically significant impact on improving public service. Thus, enhancing public service requires improving the level of quality of work life, which in turn leads to improving employee performance and consequently enhancing the performance of local administrations.
- Study conducted by (Islam, 2019) titled "The Impact of Quality of Work Life on Organizational Commitment". This study aimed to investigate the impact of quality of work life at Al-Isra University and the availability of its dimensions on organizational commitment. This was achieved by measuring the impact of quality of work life on organizational commitment among employees at Al-Isra University (administrators, workers, and professors). One hundred questionnaires were distributed using Google Forms. After applying a set of statistical methods, it was found that Al-Isra University provides its employees with average dimensions of quality of work life, with the highest value achieved in material working conditions and the least in work-life balance. Moreover, the level of organizational commitment among employees towards the university is high, especially emotional commitment. The results also demonstrated the impact of dimensions of quality of work life on organizational commitment, with wages and rewards being the most explanatory dimension for organizational commitment. The study recommended increasing attention to employees' personal lives by providing recreational, cultural,

and sports programs, achieving a balance between employees' personal and work lives, re-evaluating promotion and career advancement programs, and establishing criteria to ensure fairness among employees.

- Study conducted by (Noemi Bonneville – Hebrt, 2014) titled: “Interrelationships between the Quality of Work Life and the Quality of Personal Life and the Role They Play in Occupational Burnout and Psychological Distress”

This study aims at measuring the relationship between the quality of work life and the quality of personal life, identifying the role it plays in occupational exhaustion (burnout), and understanding the relationship between the quality of work life and the quality of life. The study utilized forms that were created for the purpose of gathering information and data. Among the results reached by the study is that there is a relationship between the quality of work life and the quality of personal life. Additionally, there are effects on the mental health of workers. These effects are inevitable currently, especially in light of the fierce competition between institutions. Therefore, if institutions want to maintain their status, they have to prioritize the quality of life and the quality of work life, as well as improving their performance and increasing their ability to attract skilled workforce. Since we live in a capitalist society, there is a need to maintain the balance between the quality of work life and the quality of life.

- Study conducted by (Gauthier Bellagamba, 2016) titled: “Quality of Work Life and Organizational Environment”. The aim of this study is to investigate the interest of the health sector in the quality of work life drawing on various approaches from psychology, epidemiology, and medicine. The goal of the study is finding out and identifying the organizational factors that contribute to the deterioration or improvement of the quality of work life. The study was conducted on the workers of the emergency and intensive care departments. The results confirmed previous studies and theoretical perspectives. The perception of good work life is attributed to demographic factors such as age, gender, and social class. As expected, the study confirmed that the examination of work life quality among older workers is more prevalent than among younger ones. Among workers in the health sector, there were psychological and mental difficulties, doubling what the French society generally experiences.

7-Method and Tools:

7-1-Study Scopes:

- **Human Scope:** This refers to the number of individuals within the institution, which includes approximately 168 nurses. A random sample of nurses was selected for the study.
- **Temporal Scope:** This refers to the period during which the study was conducted in the institution, where nurses were interviewed and questionnaires were distributed and filled out.

7-2-The Approach Used in the Study:

The choice of study topic in a field depends on the type of approach used to address the study variables, in terms of the objectives and results sought. Therefore, the approach applied in our study is the descriptive-analytical approach, which relies on analytical study to reach the principles governing phenomena. Thus, it involves analysis and interpretation simultaneously. The descriptive-analytical approach is one of the most common and widely used approaches in the humanities and social sciences due to its provision of tools that serve as a guide for researchers in interpreting and analyzing data and information obtained in light of the study variables. This approach seeks to understand the nature of these relationships and, consequently, to provide objective answers to research questions and to judge hypotheses either by acceptance or rejection. (Mohamed Abidat, 1990, p. 124)

The researcher adopted this approach because its various stages and aforementioned steps suit the study's topic with its variables, objectives, and the objective methods for obtaining statistical results through the research outputs.

7-3-Study Population:

It is known as all the individuals of the phenomenon being studied by the researcher, and in this case, the study population consists of the nurses working at the University Hospital of Constantine.

7-3-1- Study Sample and its Characteristics:

The sample is a representative part of the original population of the study, and in our study, we chose a random sample representing 64 nurses.

7-4-Study Tools:

7-4-1- Form (Questionnaire): Forms are the primary tool for collecting data on the study topic, they include a set of questions or statements prepared and formulated by the researcher. They are given to the individuals of the sample under study to answer. (Al Fawwal, 1982, p. 305)

It is delivered either by hand or in another way to a group of individuals or institutions chosen by the researcher for the study to be filled out then returned to the researcher. The researcher relied on two questionnaires, the first one is about the quality of work life and contains eight dimensions, distributed as follows:

Table (01) illustrates the dimensions of the axis of quality of work life:

Dimensions of the quality of work life	The number of statements
Quality of moral working conditions	06
Quality of job characteristics	06
Quality of supervision method	06
Quality of health and safety in the work environment	06
Total	24

As for the second one, it is related to organizational commitment and contains: 20 statements. A total of 40 paper forms and 24 electronic forms were distributed.

7-4-2 Validity and Reliability of the Study Tool:

To ensure the validity of this tool in the research context, it is necessary to meet the psychometric requirements through two fundamental factors: validity and reliability.

A- Form Validity:

- Internal Consistency Validity

To assess the validity of the form, we relied on the internal consistency validity by calculating the correlation between each dimension and the total score of the form, as shown in the following table:

Table (02) illustrates the correlation coefficients between the scores of the dimensions and the total score of the form:

Dimensions	The number of statements	Correlation coefficient	Significance level
Quality of moral working conditions	06	0.655	0,01
Quality of job characteristics	06	0.477	0,01
Quality of supervision method	06	0.623	0,01
Quality of health and safety in the work environment	06	0.892	0,01

Through Table (01), which illustrates the correlation coefficients between the scores of the dimensions and the total score of the form, it is evident that there is a correlation between the dimensions and the total score of the form. This correlation is statistically significant at the 0.01 and 0.05 levels, indicating the validity of the study tool.

• Tool Reliability:

To assess the reliability of the form, we calculated the Cronbach's alpha for each dimension of the form, as well as for the total score of the form, as shown in the following table:

Table (03) illustrates the values of reliability coefficients for the dimensions of the form.

Axes	The number of statements	Cronbach's alpha reliability coefficient
Quality	24	0.89
Organizational commitment	20	0,86
Total score	44	0,87

Through Table (03), it is evident that the Cronbach's alpha coefficient value is 0.83 for the Quality of Work Life form, indicating a strong reliability coefficient. Similarly, for the Organizational Commitment axis, it is 0.86. This allows us to confirm the stability of the tool and its applicability to the final study sample.

7-5-Statistical processing methods:

The researcher used a set of statistical methods to categorize and organize the raw responses of the surveyed sample individuals, including:

- Inductive Statistical Methods: Spearman's correlation coefficient was used to infer the nature of the correlation relationship between the variables. It's worth noting that the researcher utilized the SPSS software, version 20, during the calculation and verification process.

8-Discussing the Results:

The researcher conducted the appropriate statistical analysis for the hypotheses and study data to understand the relationship between the quality of work life and the feelings of organizational commitment among nurses. This was done by calculating the Pearson correlation coefficient. Based on the results, the researcher was able to analyze this relationship using the following model:

Table 04 illustrates the model for judging the nature of the correlation relationship.

Coefficient value	+1	0.80	0.50	00	-0.50	-0.80	-1
Nature of Relationship	Positive	Positive	Positive	Positive	Negative	Negative	Negative
Strength of Relationship	Strong	Medium	Weak	Weak	Medium	Strong	

(Bouhafs Abdelkarim, 213, 2006)

8-1-Presentating and interpreting the results of the first partial hypothesis:

The hypothesis states: There is a relationship between the quality of working conditions and the feelings of organizational commitment among the sample individuals.

Table (05): SPSS Program Outputs Regarding the Relationship between the Quality of Working Conditions and Organizational Commitment:

Variables	Sample N	The value of the correlation coefficient R	Value Sig	Statistical significance
Quality of working conditions	64	0.476	0.000	Statistically significant at significance level 0.01
Organizational commitment				

Source: Prepared by the researcher replying on the SPSS results

From the table above, it is evident that there is a moderate correlation between the quality of working conditions and organizational commitment, with a correlation coefficient value of 0.476. This correlation is statistically significant at the 0.01 level ($\alpha = 0$). Therefore, it can be concluded that there is a relationship between the quality of working conditions and organizational commitment among the sample individuals. This statistical significance indicates the possibility of generalizing the results of this hypothesis to the original population.

The decision: Based on the previous results, the statistical decision can be made to accept the alternative hypothesis H1, which states that there is a relationship between the quality of working conditions and organizational commitment, and reject H0. This means that the second partial hypothesis has been confirmed.

8-2-Presenting and interpreting the results of the second partial hypothesis:

The hypothesis states: There is a relationship between the quality of job characteristics and the feelings of organizational commitment among the sample individuals.

Table (05): SPSS Program Outputs Regarding the Relationship between the Quality of Job Characteristics and Organizational Commitment:

Variables	Sample N	The value of the correlation coefficient R	Value Sig	Statistical significance
Quality of job characteristics	64	0.366	0.003	Statistically significant at significance level 0.01
Organizational commitment				

Source: Prepared by the researcher replying on the SPSS results

Through the above table, it is evident that there is a strong correlation between the quality of job characteristics and organizational commitment, with a correlation coefficient value of 0.366. This is statistically significant at the 0.01 level of significance ($\alpha=0.01$). Therefore, it can be said that there is a relationship between the quality of job characteristics and organizational commitment among the sample individuals. This statistical significance indicates the possibility of generalizing the results of this hypothesis to the original population.

The Decision: Based on the previous results, a statistical decision can be made to accept the alternative hypothesis H1, indicating a relationship between the quality of job characteristics and rewards and organizational commitment, and reject H0. This means that the third partial hypothesis has been confirmed.

8-3-Presenting and interpreting the results of the third partial hypothesis:

The hypothesis states: There is a relationship between the quality of supervision method and organizational commitment among the sample individuals.

Table No. 07: Results of the SPSS outputs regarding the relationship between the quality of supervision method and organizational commitment:

Variables	Sample N	The value of the correlation coefficient R	Value Sig	Statistical significance
Quality of supervision method	64	0.747	0.000	Statistically significant at significance level 0.01
Organizational commitment				

Source: Prepared by the researcher replying on the SPSS results

It is evident from the above table that there is a strong correlation between the quality of supervision method and organizational commitment, where the correlation coefficient was estimated at 0.747. This is statistically significant at the 0.01 level ($\alpha=0.01$). Therefore, it can be concluded that there is a relationship between the quality of supervision method and organizational commitment among the sample individuals. This is statistically significant, indicating the possibility of generalizing the results of this hypothesis to the original population.

The decision: Based on the previous results, a statistical decision can be made to accept the alternative hypothesis H1, indicating a relationship between the quality of supervisory style and organizational commitment, and reject H0. This means that the sixth partial hypothesis has been confirmed.

8-4-Presenting and interpreting the results of the fourth partial hypothesis:

The hypothesis states: There is a relationship between the quality of occupational safety and organizational commitment among the sample individuals.

Table No. 08: Results of SPSS Outputs Regarding the Relationship between the Quality of Occupational Safety and Organizational Commitment:

Variables	Sample N	The value of the correlation coefficient R	Value Sig	Statistical significance
Quality of occupational safety	64	0.203	0.108	Statistically significant at significance level 0.05
Organizational commitment				

Source: Prepared by the researcher replying on the SPSS results

It appears from the above table that there is a moderate correlation between the quality of occupational safety and organizational commitment, with a correlation coefficient value of 0.203. This correlation is not statistically significant at the 0.05 level of significance ($\alpha=0.05$). Therefore, it can be said that there is a relationship between the quality of occupational safety and organizational commitment among the sample individuals. However, this relationship is not statistically significant, indicating the possibility of generalizing the results of this hypothesis to the original population.

The decision: Based on the previous results, the statistical decision can be made to accept the alternative hypothesis H1, which states that there is a relationship between the quality of occupational safety and organizational commitment, and reject H0. This means that the seventh partial hypothesis has been confirmed.

8-5-Presenting and interpreting the results of the general hypothesis:

The hypothesis states: There is a relationship between the quality of work life and organizational commitment.

Table No. 09: Results of SPSS outputs regarding the relationship between the quality of work life and organizational commitment.

Variables	Sample N	The value of the correlation coefficient R	Value Sig	Statistical significance
Quality of work life	64	0.685	0.000	Statistically significant at significance level 0.01
Organizational commitment				

Source: Prepared by the researcher replying on the SPSS results

The above table shows a strong correlation between the quality of work life and organizational commitment, with a correlation coefficient of 0.685. This is statistically significant at the 0.01 level ($\alpha= 0.01$), indicating a relationship between the quality of work life and organizational commitment among the sample individuals. This statistical significance suggests the possibility of generalizing the results of this hypothesis to the original population.

The decision: Based on the previous results, the statistical decision can be made to accept the alternative hypothesis H1, which states that there is a relationship between the quality of work life and organizational commitment, and reject H0. This means that the general hypothesis has been confirmed.

9-Discussing the Results:

Through the study results, it becomes evident that there is a strong correlation between the quality of work life and emotional commitment. The Spearman's correlation coefficient was calculated to be 0.685. Additionally, the probability value (sig) of 0.000 is smaller than the significance level $\alpha= 0.01$, indicating statistical significance. This suggests the possibility of generalizing the results of this hypothesis to the original population. It is observed that the availability of certain dimensions of quality of work life, such as participation in decision-making, quality of supervision, job characteristics, and working conditions, as well as wages and rewards, contribute to the development of organizational and professional feelings among the sample individuals. This leads to a desire to enhance their tasks and skills and to remain in their profession. Their jobs provide them with both material and moral satisfaction. Increased job satisfaction correlates with increased feelings of contentment. Job satisfaction is not merely synonymous with enthusiasm, despite their strong correlation, because satisfaction

ultimately reflects positive outcomes achieved after succeeding in the socio-organizational process of motivation dynamics within human resources.

Jobs illustrate the goals that enhance job satisfaction and performance, along with methods that involve reciprocal benefit exchange between individuals and their organizations, achieving returns and benefits from their positions. This includes expanding job scopes and enriching job roles. In this context, according to recent studies in positive organizational psychology, it is imperative for human resources to understand the following practical principles to achieve the aforementioned goals:

1. Natural talents and innate abilities.
2. Personality traits and moods.
3. Identifying personal values and principles to achieve greater motivation that aids in goal attainment.
4. Work is a constant source of enjoyment and challenge and should not be pursued solely for tangible material benefits.
5. The work environment should align with the nature of human resources.

The culture and management style play a significant role in enhancing the satisfaction of employees and granting authority to joint work groups, which are factors that contribute to job satisfaction. This satisfaction is of paramount importance and is evaluated by various entities, with one of the most important methods being the assessment of employees' feedback on their impressions of their jobs. This makes them feel satisfied with their jobs and express their desire to share their ideas with their colleagues, feeling proud to belong to this organization.

In this regard, it becomes apparent through the responses of the sample individuals that there is a relationship between the dimensions of quality of life, represented by participation in decision-making, job characteristics, working conditions, planning quality, and supervision method. This is evident from the nurses' responses to some explicit questionnaire items, such as feeling respected and appreciated by colleagues, feeling reassured and having freedom at work, feeling self-responsible for their work, workload in the job position, fairness of salary compared to colleagues, encouragement to participate in decision-making, and contributing suggestions for work improvement.

This indicates that job quality is perceived as moderate among the sample individuals, which has improved their organizational commitment. Especially since they are engaged in humanitarian work that makes them proud of what they do, fostering a sense of pride and creating ethical commitment towards their work. This has led them to adhere to the work regulations and complete their assigned tasks efficiently.

10-Conclusion:

The quality of work life and organizational commitment are among the key requirements for modern and successful organizations. Their importance lies in the significance of human capital, as it serves as the mainstay and cornerstone of the organization, being the fundamental and effective element that constitutes the real capital and competitive advantage ensuring the continuity and survival of institutions.

Based on this, we conducted a study on the relationship between the quality of work life and organizational commitment, sampling nurses. We concluded that the quality of work life in an organization contributes to its good reputation, maintenance of competent resources, and increased organizational commitment among employees. Therefore, the quality of work life is a cornerstone of contributing to the success, development, and sustainability of organizations.

Suggestions:

There is an urgent need to:

- Accelerate the implementation of programs to improve the quality of work life in Algerian organizations.
- Activate programs and implementing them in reality, not just issuing decisions and regulations that remain ink on paper.
- Revise the salary scale, ensuring that workers receive at least their dues to preserve their dignity.

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